

**FINAL REPORT
OF THE
MARION COUNTY CONSOLIDATION
STUDY COMMISSION**



**Indiana Legislative Services Agency
200 W. Washington Street, Suite 301
Indianapolis, Indiana 46204**

November, 2005

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2005

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MARION COUNTY CONSOLIDATION STUDY COMMISSION

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Robert Bond
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Peggy Piety
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Chuck Mayfield
Fiscal Analyst for the
Commission

Robert Sigalow
Fiscal Analyst for the
Commission

Diane Powers
Fiscal Analyst for the
Commission

I. STATUTORY DIRECTIVE

The Indiana General Assembly enacted P.L. 227-2005 (SEA 307) directing the Commission to do the following:

"The commission shall study the consolidation of local government in Marion County, including the consolidation of functions proposed in HB 1435-2005, as introduced, and in the "Indianapolis Works" plan."

Furthermore the Commission was given an appropriation to:

"[H]ire consultants, including accountants, auditors, and actuaries, that are necessary to assist the commission in reviewing and verifying information and data concerning the consolidation of local government in Marion County."

II. INTRODUCTION AND REASONS FOR STUDY

The activities of the Commission were conducted to discharge the Commission's responsibilities under P.L. 227-2005.

III. SUMMARY OF WORK PROGRAM

The Commission met six (6) times on the following dates:

August 10, 2005
August 31, 2005
September 28, 2005
October 19, 2005
November 16, 2005
November 28, 2005

The October 19 meeting was held at the Ben Davis High School Auditorium. All other meetings were held at the State House.

IV. SUMMARY OF TESTIMONY

Copies of the Commission's minutes and notices, as well as the reports and Preliminary Drafts referred to in this summary, can be accessed from the General Assembly Homepage at <http://www.in.gov/legislative>.

First meeting: August 10, 2005

The Indianapolis Works Plan (IWP)

Steve Campbell, Deputy Mayor for Public and Neighborhood Affairs, Barbara Lawrence, Executive Director, Indianapolis Local Public Improvement Bond Bank and former City Controller, and Susannah Wilson Overholt, Indianapolis Works Transition Director, each gave an overview of the IWP. Mr. Campbell and Ms. Lawrence discussed the city's fiscal problems that were the impetus for the IWP, the multiplicity of tax rates and administrative staff, and discussed how the IWP would help the city become more competitive, provide savings, and create efficiencies. They discussed the positive effect of consolidating fiscal management under SEA 307. They reported that the Indianapolis Police Department/ Marion County Sheriff's Department (IPD/MCSD) consolidation was moving through the city-county council, as provided for by SEA 307. Mr. Campbell, Ms. Lawrence, and Ms. Overholt discussed other municipal consolidations that were studied in preparing the IWP. Gary Malone, H.J. Umbaugh & Associates and William Sheldrake, President, Policy Analytics LLC, discussed the methodology behind the IWP savings estimates. Commission members questioned whether consolidation would result in the savings claimed by the city and whether consolidation had a positive effect on the other municipalities studied by the city.

Academic research on consolidation

Samuel R. Staley, Ph.D., Director of Urban and Land Use Policy, Reason Foundation, and Indiana Policy Review Foundation, discussed academic research that indicates consolidation results in higher costs, less productivity, higher tax rates, and little cost savings. He discussed the lack of economic efficiencies in labor intensive services provided by government and said that the best efficiencies occur at a small scale. He also discussed how fragmentation of government creates competition among governmental units that reduces cost. He discussed creating efficiencies through interlocal agreements.

Consolidation of the township fire departments and the Indianapolis Fire Department (IFD)

Louis Dezelan, Special Assistant to the Director of Public Safety and former Chief of the Indianapolis Fire Department, discussed the savings resulting from a fire department consolidation, including reducing administrative positions and fire stations, reassigning personnel, using civilian ambulance personnel, consolidating personal services contracts and insurance, and increasing purchasing power. He said consolidation would improve service by permitting compliance with the national deployment standard regarding response times and staffing. Mike Reeves, President, Indianapolis Metropolitan Professional Fire Fighter's Union Local 416, discussed the savings from not paying Social Security for members of the consolidated department, reducing personnel, and using civilians for code enforcement. He said firefighters of the consolidated department would be merit employees.

The second meeting: August 31, 2005

Consolidation

Mayor Bart Peterson discussed how the IWP originated as a means to address the city's fiscal problems but developed into a means of creating efficiencies and better service that is worth implementing irrespective of cost savings. Mayor Peterson discussed how consolidation, rather than administrative shuffling, is necessary to eliminate duplicative administrative structure and the multiplicity of decision makers. *Robert Clifford, City Controller, Director of the Office of Finance and Management*, discussed how SEA 307 created current savings and efficiency by reallocating the duties of the county auditor and the city controller and allowing a unified budget. He discussed future savings by reducing audit costs and having centralized purchasing policies. Mr. Clifford discussed the need for state legislation to address unfunded public safety pension liabilities. The Commission discussed the accuracy of the city's cost savings figures for reallocation of county auditor and city controller duties and the city's cost saving estimates for the IPD/MCSD consolidation. Mr. Clifford was questioned about whether the reallocation of duties between the controller and auditor has been implemented consistent with SEA 307.

Business community response to consolidation

Gene Zink, Owner/CEO, Triton Pacific Investment Management, Chairman, Greater Indianapolis Chamber of Commerce, discussed the business merger process and testified that the Greater Indianapolis Chamber of Commerce's study concluded that the IWP would create efficiencies and savings. *Chris Pryor, Government Affairs Director, Metropolitan Indianapolis Board of Realtors*, discussed how transferring township assessor functions to the county assessor would result in uniform valuations. He discussed eliminating multiple layers of government, and having a single Geographic Information System (GIS). Commission discussion followed on how the city's GIS system was too inaccurate for township assessing purposes, which require an exact legal description. *Tim Worthington, President/CEO, General Hotels Corporation*, discussed how the IWP is a positive goal because it improves efficiency.

Consolidation of the township fire departments and the IFD

Jack Snook, President, Emergency Medical Services Consulting, Inc., discussed consolidation incentives for fire departments, including cost savings and greater resource control. He recommended fire-based emergency medical services (EMS) and made suggestions for proceeding with consolidation. *Lori Moore, Assistant to the General President, International Association of Firefighters*, discussed the advantages of including fire-based EMS in a fire department consolidation. She discussed how to determine whether ambulance services are cost neutral and how to design an EMS system that responds to the individual needs of the community. *Mike Reeves, President, Indianapolis Professional Firefighter's Union Local 416*, said that the transition to fire-based EMS would be cost neutral and that the union has an agreement with Mayor Peterson to pursue a fire-based EMS. The fire-based EMS system would use civilians to staff ambulances. *Steve Auch, IFD Division Chief*, said that patient outcome is the driving force in the

proposed fire based EMS system. The Commission discussed the proposal, including the number of firefighters needed after consolidation, transfer of equipment from Wishard to IFD, and redeployment of other equipment.

Research proposals

SEA 307 appropriated funds to the Commission to hire consultants to analyze data concerning the IWP. *Jeff Peters, MPA, CPA, Reedy & Peters, LLC and Samuel R. Staley, Ph.D., Indiana Policy Review Foundation*, discussed their research proposals. Mr. Peters discussed his proposal to analyze the IWP's savings estimates, saying that the analysis would identify omitted expenses/revenues, analyze the validity of the city's assumptions, conduct reviews with affected agencies, evaluate source data, and create a funding scenario. The Commission discussed whether hiring Mr. Peters' accounting firm would constitute a conflict of interest since the firm previously analyzed data for the township governments. The Commission voted 8 to 5 to recommend employment of Reedy & Peters, LLC to conduct the study. Dr. Samuel Staley discussed his research proposal to conduct a survey of academic experts regarding the effects of city-county consolidation of local government services and a review of academic literature regarding the effects of city-county consolidation. The Commission expressed concern that how the survey questions are drafted would affect the outcome and that Dr. Staley's prior anti-consolidation testimony would influence the results. The Commission voted 9-4 to recommend employment of Dr. Staley to conduct the study.

The third meeting: September 28, 2005

Social Security coverage

Mary Beth Braitman, attorney, Ice Miller, discussed Social Security coverage of public safety employees and whether coverage could be terminated in the event of consolidation. Ms. Braitman said that the IPD and IFD 1977 Fund members are not covered by Social Security while some township fire departments are covered. Federal law mandates that the MCSD employees be covered by Social Security unless a new employing structure is created and agreement regarding coverage is reached with the Public Employees' Retirement Fund (the Social Security Administrator for Indiana) and the Social Security Administration (SSA). If the township fire departments are merged into IFD and this approach is acceptable to PERF and the SSA, coverage could probably be terminated for all members of the merged fire department who currently have coverage. Ms. Braitman discussed the calculations involved in determining how withdrawal from coverage would affect different groups of employees.

Consolidation of the small claims courts

The Commission received testimony concerning the IWP proposal to make the township small claims courts a subdivision of the Marion County superior courts. *Ted Sosin, Judge of the Marion County Circuit Court*, said that administration of the small claims courts would be a burden

for the Superior Courts and would not create any savings or efficiencies. *Bob Lutz, Judge of the Wayne Township Small Claims Court*, discussed how the IWP provision that requires the county auditor (with the approval of the city-county council) to set the salaries of small claims courts may present a separation of powers problem. He discussed other potential legal obstacles to consolidation, such as a small claims court venue rule that requires real estate actions to be filed in the township where the property is located and a federal lawsuit settlement that was the impetus for legislation that amended the law concerning the township courts. He said that if the small claims courts are made a division of the superior courts, small claims court judges would be prohibited from private practice in the Marion County superior courts due to ethical concerns. *Bob Spear, Judge of the Perry Township Small Claims Court*, added that small claims judges' salaries would have to be adjusted upward to offset the loss of income. Judge Spear said that if merged, the volume of small claims court cases would inundate the Superior Courts. He noted that the 1995 consolidation of the Marion County municipal courts into the superior court system resulted in budget increases.

Constables

Jerry Young, Franklin Township Constable and former IPD officer, said that the current constable system is efficient and should not be changed. He noted that his employees are subcontractors who provide their own cars and are responsible for their own gas and vehicle maintenance. *Bobby Gornauer, Constable, Las Vegas Township, Clark County, Nevada and Executive Officer of the National Constable Association*, discussed how his office is funded entirely from fees and produces surplus revenue. The deputy constables of his office are subcontractors who pay for their own training and post certification. He explained that his office already does most of the civil service of process and is negotiating to take over the remaining civil service that is done by the sheriff's department. *Roy Houchins, Perry Township Constable and former Marion County Sheriff's Deputy, Civil Division*, said that some civil service that is being done by the sheriff's department could be done by the constable. He said that while sheriff's deputies receive a salary, his deputies are subcontractors who are paid a fee for each service. *Shirley Challis, Deputy Chief, Civil Division, Marion County Sheriff's Department*, said that the sheriff's department and the constable's office serve different types of papers, and that there is a place in the system for both of them. The sheriff's department would like to charge a fee for service of process, but state law prohibits this unless it is service for an out of state filing.

Township assessors

Dick Hoffman, CAE, MAI, Appraisal Research Corp., Ohio said he does not recommend implementing the township assessor provisions of the IWP to improve efficiency. He recommends investing in more technology, hiring more personnel, and for each assessor's office to conduct a self evaluation to analyze and improve operations. *Glen Bill, Broker/ Realtor and Manager, Century 21*, explained that he joins the Metropolitan Indianapolis Board of Realtors support of the IWP but also supports the township assessors who, in his experience, have been accessible and knowledgeable about the property within their jurisdiction. He expressed concern that consolidation will result in assessment appeals being decided by the same entity that performs the assessments. He hopes

property taxes will be lowered so property owners can invest more money on property maintenance. *Jack Rupp, Realtor, Century 21*, supports the current township assessor system because it works and provides good service by accessible, local, and accountable assessors who are familiar with their jurisdiction's market. *Paul Ricketts, Lawrence Township Assessor*, at the request of Sen. Young, made a comparison of assessment practices in Minneapolis, Minnesota and Mecklenburg, North Carolina.

Fire department consolidation

Harry Tibbetts, Deputy Chief, Wayne Township Fire Department and former Deputy Chief of Operations of the IFD, said that the township fire departments and IFD could undergo "functional consolidation" to create cost savings and efficiencies in lieu of structural consolidation. He proposed economies from having a single training academy with satellite facilities, eliminating dive teams, and having a single vehicle maintenance facility. *Martin Wilkey, Deputy Chief of Administration/EMS for Pike Township Fire Department*, discussed the importance of fire-based EMS service. He recommended setting a goal of a four minute paramedic response time to ensure patient survivability.

Township trustees

Gene Lushin, Trustee, Center Township, Howard County, said that the township provides assistance faster and tailors assistance to the individual household. He said that the trustee pays vendors directly, which reduces waste and prevents abuse, negotiates with service providers for rate reductions, and provides non-traditional services such as bill paying and health fairs and screening. *Steve Rink, Trustee, Decatur Township, Marion County*, said that the township trustee's office is efficient because it works directly with citizens and vendors. Unlike the IWP, the current township system offers local, accessible offices. He said the maintenance of township cemeteries would suffer under the IWP, which gives this responsibility to the city parks department. He suggested savings could be realized by reducing the township boards from seven members to five members.

The fourth meeting: October 19, 2005

Public assistance

E. Mitchell Roob, Jr., Secretary, Indiana Family and Social Services Administration, addressed the Commission on modernizing the public assistance eligibility structure. Mr. Roob discussed system improvements, including increasing automation, having trustees and nonprofit entities perform intake work, and updating technology.

Sheriff's department fees

Lisa Hays Murray, Governmental Affairs Counsel, MCSD, discussed court fees, sheriff service fees, and constable service fees. Ms. Murray discussed increased sheriff's service of process fees and writ of execution and replevin fees. Ms. Murray said that the MCSD could collect an additional \$1.31 million in revenue if it charged for papers served that they currently do not charge for.

Citizen testimony

Darrell E. Morris, Hidden Lake Estates Homeowners Association, is satisfied with the current services received from the township fire department and MCSD and doubts that consolidation will not result in a tax increase. Tom Langdoc, Director of School/Community Services, Metropolitan School District (MSD) of Wayne Township (speaking on behalf of Dr. Terry Thompson, Superintendent of the MSD of Wayne Township), said township government is more responsive and involved. Fred McHenry, citizen, expressed concern that consolidation will cause a tax increase. Carl E. Moldthan, Hoosier Taxpayers' Association, discussed personnel issues affecting fire consolidation costs and expressed concern about the efficiency of ambulance service after consolidation. Jack O. Hensley, Raymond Park Neighborhood Association, expressed concern about the sufficiency of law enforcement patrols in his neighborhood after consolidation. Norman Pace, Far Eastside Neighborhood Association, Warren Township Development Association, discussed the inadequacy of information from Indianapolis representatives regarding the IWP and the city's failure to guarantee adequate public safety personnel in the area served by his associations. Marsha Clapper, citizen, said that the sheriff (an elected official) should be in charge of law enforcement and that the IPD and MCSD should not be forced into consolidation. She praised the disaster preparedness efforts of the Warren Township Trustee. Pat Andrews, Marion County Alliance of Neighborhood Associations, opposes consolidating law enforcement without a referendum and reported that the Decatur Township Civic Council is concerned that consolidation will affect public safety response times.

Steve Davis, citizen, said that public safety consolidation in other cities has resulted in tax increases and decreases in efficiency and responsiveness and that more study is needed. Jim Mann, Wayne Township Board, said that consolidation requires further study and a referendum and that the sheriff should be in charge of law enforcement. Greg Wright, C4, expressed concern that the IPD/MCSD consolidation will risk public safety, but favors Sheriff Anderson's proposal. He supports a referendum on consolidation with no tax dollars used for advertising and commented favorably on the convenience and efficiency of the current small claims court system. His research indicates that consolidation does not result in savings. Larry Jahnke, citizen, reviewed a report prepared by the International Association of Chiefs of Police regarding consolidating police services that indicates that stakeholders need to be involved in consolidation planning and public support should be gauged. Roger Bowser, citizen and Wayne Township board member, supports a referendum on consolidation and a review of alternatives to the IWP. William A. Boyd, citizen, said that Perry Township government is accessible, efficient, responsive, and accountable to the voters and that the township fire department has satisfactory response times. He discussed how consolidation will shift costs and debt to the townships and not improve the provision of services to the townships. Scott Allen, citizen, said smaller government is more efficient, accessible, and accountable to the voters and that

township government is worth paying more in order to keep it.

Edward DeLaney, citizen, explained that he originally opposed Unigov, but now supports consolidation because it represents hope and leadership. He said there are too many public officials and they are unfamiliar to most citizens. He said that residents of the suburbs benefit from the Indianapolis city center, but don't want to pay for the benefits. The IWP would give the mayor additional powers, such as coordinating fire services. He said that leadership regarding consolidation has to come from the legislature and city government because police officials and others can't be relied on to eliminate their own jobs. Mayor Peterson should be trusted to work out the details of the law enforcement consolidation within broad parameters and goals. *Paul Bateman, citizen*, said that law enforcement consolidation is good public policy that would provide better coverage for the county and tax relief for those paying for both the MCSD and the IPD. He discussed how the consolidation transition team, which includes law enforcement professionals, is looking at beat patrols and manpower. *Eric Essley, citizen*, discussed how consolidation would reduce the administrative duplication across the fire departments, and make a more efficient single department with greater purchasing power. *Phyllis Nieske, League of Women Voters of Indianapolis*, discussed an independent study done by her organization that concluded consolidation would streamline government, save money, and eliminate some double taxation. *Shirley Hauck, citizen and Franklin Township board member*, said the township saves residents money and that there is no cost savings in law enforcement consolidation. *Robert Yahara, citizen*, spoke generally about the IPD/MCSD consolidation and the tax equity problem in Center Township.

The fifth meeting: November 16, 2005

Discussion of consultants' reports

Samuel R. Staley, Ph.D., Director of Urban and Land Use Policy, Reason Foundation, and Indiana Policy Review Foundation, discussed the survey of academic experts regarding the effects of city-county consolidation and a review of academic literature regarding the effects of city-county consolidation. Dr. Staley summarized the methods used to prepare the reports. Commission members discussed the results of the studies and factors that may have affected the research results. *Jeffrey A. Peters, MPA, CPA, Reedy & Peters, LLC*, discussed his firm's analysis of the source data, assumptions, end result financing, and tax effects relative to the IWP. Mr. Peters discussed how the report uses the methodology of the IWP to the extent possible. Commission members discussed the differences between the report and the IWP.

Preliminary Drafts

Three Preliminary Drafts were withdrawn from the consideration of the Commission:

- PD 3516, which merges the IFD and the township fire departments on January 1, 2007 was amended by the Commission to require the city-county council to approve the fire consolidation in the same manner that SEA 307 requires approval of a police consolidation. Other amendments to PD 3516 were discussed. Sen. Young expressed concern about certain questions that were unresolved in the PD 3516 and withdrew it from consideration. Sen.

Young said he would decide at a later time whether he would grant Tom Hanify's request to amend the draft and have the Commission reconsider it for a vote at the November 28 meeting.

- Rep. Mahern withdrew PD 3507 (which reinstated the authority of the Marion County city-county council to adopt an ordinance expanding the fire special service district) from the consideration of the Commission.
- Sen. Young withdrew PD 3561 (which transferred service of some civil process from the Marion County Superior Courts to the small claims courts).

Two Preliminary Drafts were voted on by the Commission and were not recommended for introduction in the next General Assembly:

- Rep. Mahern explained that PD 3471 (which reduces the terms of Marion County township trustees and assessors from four to two years) provides for an easier transition if these offices are eliminated and consolidation occurs. The Commission discussed amending the PD to have the provision expire in 2010 in the event consolidation does not occur. A motion was made to recommend PD 3471 for introduction during the next General Assembly. The motion failed when less than a majority of appointed members voted in favor of it.
- Sen. Breaux summarized PD 3563, which provides for Indianapolis/Marion County consolidation. Scott Chinn explained that PD 3563 represents the remainder of the IWP after SEA 307 passed, with the addition of amendments made to the legislation during the session. Commission members discussed the contents of the draft and pointed out that the draft does not require that the city county council take action in order for the consolidation to occur. A motion was made to recommend PD 3563 for introduction during the next General Assembly. The motion failed when less than a majority of appointed members voted in favor of it.

Two Preliminary Drafts were recommended by the Commission for introduction in the next General Assembly:

- PD 3417 prohibits nepotism in Marion County political subdivisions. The Commission amended PD 3417 on page 2, line 8, by changing "police officer" to "law enforcement officer". PD 3417, as amended, was recommended for introduction in the next General Assembly by a vote of 11 to 3.
- Sen. Young explained that PD 3554 does not consolidate the IFD and the township fire departments, but promotes functional consolidation. PD 3554 creates a safety board that includes the mayor of Indianapolis and the township trustees of the townships (other than Center Township) as members and an advisory board that includes the fire chiefs of all departments in Marion County. He explained other aspects of the draft, including reducing

the membership of the township boards from seven to five members to create cost savings. The Commission's amendments to PD 3554 included removing the safety board's ability to consider contracts for legal and accounting services and adding the ability to consider contracts for payroll services, removing a penalty provision for the legislative body's failure to adopt an ordinance or resolution, and clarifying that the safety board provision applies only to an excluded town that has a fire department. PD 3554 as amended, was recommended for introduction in the next General Assembly by a vote of 8 to 5.

The sixth meeting: November 28, 2005

The Commission discussed findings of fact and recommendations for possible inclusion in the final report:

(1) Comments submitted by Mr. Hanify regarding Sen. Young's PD 3554 (which was adopted by the Commission at the November 16 meeting for introduction in the next General Assembly) were amended by consent, but a motion to adopt the comments failed when less than a majority of appointed members voted in favor of it.

(2) Comments were submitted jointly by Scott Chinn, Sen. Breau, Rep. Mahern, Monroe Gray, Joe Anderson, John Myrland and Tom Hanify, which responded to the consultants' reports prepared by Reedy and Peters and the Indiana Policy Review Foundation. A motion to adopt the comments failed when less than a majority of appointed members voted in favor of it.

(3) Findings of fact submitted by Sen. Young were amended and adopted for inclusion in the final report by a vote of 8 to 7.

V. COMMITTEE FINDINGS AND RECOMMENDATIONS

The Commission made findings of fact which are incorporated by reference and attached to this report as Exhibit 1.

The Commission made the following recommendations:

(1) Preliminary Draft 3417, as amended, was recommended for introduction in the next General Assembly. (See the summary in this report of the November 16 meeting for a discussion of PD 3417.)

(2) Preliminary Draft 3554, as amended, was recommended for introduction in the next General Assembly. (See the summary in this report of the November 16 meeting for a discussion of PD 3554.)

WITNESS LIST

Scott Allen

Pat Andrews, Marion County Alliance of Neighborhood Associations

Steve Auch, Indianapolis Fire Department

Paul Bateman

Glen Bill, Century 21

Roger Bowser

William A. Boyd

Mary Beth Braitman, Ice Miller

Steve Campbell, City of Indianapolis

Shirley Challis, Marion County Sheriff's Department

Marsha Clapper

Robert Clifford, City of Indianapolis

Steve Davis

Edward DeLaney

Louis Dezelan, City of Indianapolis

Eric Essley

Bobby Gornauer, Las Vegas Township Constable's Office, National Constable Association

Shirley Hauck

Jack O. Hensley, Raymond Park Neighborhood Association

Dick Hoffman, Appraisal Research Corp.

Roy Houchins, Perry Township Small Claims Court

Larry Jahnke

Tom Langdoc, Metropolitan School District of Wayne Township

Barbara Lawrence, Indianapolis Local Public Improvement Bond Bank

Gene Lushin, Center Township Trustee's Office (Howard County)

Judge Bob Lutz, Wayne Township Small Claims Court

Gary Malone, H.J. Umbaugh & Associates

Jim Mann, Wayne Township Board

Fred McHenry

Carl E. Moldthan, Hoosier Taxpayer's Association

Lori Moore, International Association of Firefighters

Darrell E. Morris, Hidden Lake Estates Homeowners Association

Lisa Hays Murray, Marion County Sheriff's Department

Phyllis Nieske, League of Women Voters of Indianapolis

Susannah Wilson Overholt, City of Indianapolis

Norman Pace, Far Eastside Neighborhood Association, Warren Township Development Association

Mayor Bart Peterson, City of Indianapolis

Chris Pryor, Metropolitan Indianapolis Board of Realtors

Mike Reeves, Indianapolis Metropolitan Professional Fire Fighter's Union Local 416

Paul Ricketts, Lawrence Township Assessor's Office

Steve Rink, Decatur Township Assessor's Office

E. Mitchell Roob, Jr., Indiana Family and Social Services Administration

Jack Rupp, Century 21

William Sheldrake, Policy Analytics LLC

Jack Snook, Emergency Medical Services Consulting, Inc.

Judge Ted Sosin, Marion County Circuit Court

Judge Bob Spear, Perry Township Small Claims Court

Samuel R. Staley, Reason Foundation, Indiana Policy Review Foundation

Harry Tibbetts, Wayne Township Fire Department

Martin Wilkey, Pike Township Fire Department

Tim Worthington, General Hotels Corporation

Greg Wright, C4

Robert Yahara

Jerry Young, Franklin Township Small Claims Court

Gene Zink, Triton Pacific Investment Management, Greater Indianapolis Chamber of Commerce

Marion County Consolidation Commission

Finding of Facts

The Marion County Consolidation Commission was charged (S.B. 307-2005) with studying the effects of government consolidation as proposed in H.B. 1435-2005 and in the "Indianapolis Works" plan as introduced by Mayor Bart Peterson. The Commission reports the following:

The Marion County Consolidation Commission recommends functional consolidation of the Marion County Fire Departments. This decision was arrived at after considering all aspects of five public hearings in which testimony was given. After weighing public input, listening to and questioning representatives of the Mayor's administration along with those who supported and opposed the "Indianapolis Works" plan, considering expert testimony and reviewing the results of academic research and the analysis of the Commission's consultants we have concluded that is proper and right to have our fire departments work together in bringing about cost savings, creating efficiencies and effectiveness that will keep tax rates low and provide for the safety of our firefighters and citizens.

Mayor Bart Peterson brought forth an important issue concerning the direction and future of the city of Indianapolis, which is of enormous import to the citizens of Marion County. The Commission gave fair deliberation to the "Indianapolis Works" plan. The first two and a half meeting dates were devoted to the city and its supporters. This is in contrast to the one day that was given to those who are in disagreement with the plan. However, after reviewing all aspects of the Mayor's plan it was found that the initiative could not be supported for these reasons:

Township Small Claims Courts of Marion County

The Commission received testimony from Marion County Circuit Judge Ted Sosin, Wayne Township Small Claims Court Judge Bob Lutz, and Perry Township Small Claims Court Judge Bob Spear concerning the Marion County Small Courts.

The witnesses discussed the best approach for delivery of judicial government services in Marion County, at whatever level of local government, bearing in mind cost, efficiency, and convenient service to the public.

The small claims courts have a jurisdictional limit of \$6,000 and a simplified procedure. In 2004, 73,000 cases were filed in the nine township small claims courts in Marion County, compared with approximately 23,000 cases filed in the civil Superior Courts. The latter cases are of course more complex and for larger sums than \$6,000. The small claims courts are the direct descendants of the justice of the peace courts in Marion County. These courts were not abolished in 1974 as in the other 91 counties because of the volume of cases at that time, but became the small claims courts. The sheer volume of current small claims has since massively

EXHIBIT 2

increased.

The filing fee for civil cases in Circuit and Superior Court is \$130. On July 1, 2005, the filing fee for Small Claims Courts in Marion County became \$75. Of this amount, \$20.50 goes to the State of Indiana to support the Circuit and Superior Courts and \$2.00 goes to Marion County for record keeping. These lower courts are basically self-supporting and send money to the State and county.

The Small Claim Courts in Marion County are full-time courts with part-time judges. Eight of the nine judges practice law as well as preside on the bench. The median salary for a small claims judge is \$54,000 per year, paid by the township. The judges are members of PERF, not the Judges' Retirement Fund. By comparison, a Superior Court Judge is paid \$115,000 per year (paid by the State), a full-time magistrate \$92,000 per year (paid by the state), and a full-time Marion County commissioner \$72,000 per year (paid by the county). If the current townships were abolished, and the small claims courts became a part of the Marion Superior Court, the small claims court judges could not engage in private practice (in their own court): Code of Judicial Conduct, Canon 4; Application of the Code of Judicial Conduct, Subpart C. The resulting new full-time judges would now cost more to some level of government, unless the numbers of courts are reduced. Similar salary disparities exist between township and county clerical staff.

Current statutes, as well as Indiana Supreme Court Rules, require all landlord-tenant cases in small claims courts in Marion County to file in the township of the real property, for the convenience of the tenants. If the numbers of courts are reduced, parties would have to travel further to court. Without civil townships, the small claims courts may not be viable legal entities. See the consent decree in *Anderson v. Marion County Election Board*, U.S.D.C., S.D. Ind., No. IP994-1447-C H/G.

Court consolidation does not necessarily save money. In 1995, the General Assembly consolidated the Marion Municipal Courts into the Marion Superior Courts, effective January 1, 1996. The following chart shows the fiscal result:

Marion County Court Expenses

	Revised Budget	Actual	%Increase
Superior and Municipal Courts 1994	\$18,584,242	\$15,293,569	
Superior and Municipal Courts 1995	\$18,845,152	\$18,596,589	22.00%
Superior Courts (consolidated) 1996	\$19,056,463	\$18,702,538	.57%
Superior Courts (consolidated) 1997	\$21,095,055	\$20,718,588	10.77%

It is the finding of this Commission that the Marion County Small Claims Courts operate in an efficient and effective manner. It is further determined that there shall be no consolidation of these courts, but rather methods should be utilized to better use these courts to reduce the workload and pressure of the Marion County Superior Courts.

It is the opinion of the Commission that the consolidation of the small claims courts would actually bring about inefficiencies and increase the cost of operation of these courts.

Marion County Constables

The Commission finds that the constables in coordination with the small claims courts are an efficient function of government and there is no need to consolidate or eliminate these positions.

It is determined, that by law, the constables deliver summonses and papers of the court for \$13.00 per item, while the Civil Division of the Marion County Sheriff's Department delivers similar documents for more than twice the cost. Although the commission did not have adequate time to investigate this matter, it is recommended that the General Assembly continue to look into this issue to determine whether the constables should take responsibility for certain civil court documents of the Marion County Superior Courts or additional charges are applied to said documents so that the Civil Division would become self-sufficient.

Marion County Assessors

The Commission finds the "Indianapolis Works" plan introduced by Mayor Peterson contained numerous and alarming mistakes that altered the actual picture of the efficiency, effectiveness and finances of the assessors' office. (See attached chart)

Not only had the plan overstated the number of employees and budgets for the Marion County Assessors' office, it also understated the number of employees and the number of assessors for certain jurisdictions in other cities to make its claims. After accounting for these errors and the differences in duties actually performed by assessors in Marion County and assessors of the jurisdictions used in the plan, it is found that assessors in Marion County are more efficient and effective than their counterparts and accomplish their duties at a rate that is \$2.00 less per parcel than the lowest of the three cities cited in the plan.

It is further found by this Commission that the Mayor consider relocating the Building Permits department to the Assessors' offices so that government will become closer to its citizens and bring about efficiencies and effectiveness of these two functions of Marion County government.

Finally, several of the functions the plan proposes to consolidate with the County Assessor's office were attempted 1978. The attempt failed and the functions were returned to the township assessors.

Marion County Trustees and Township Boards

The Marion County Trustees and Township Boards provide important and meaningful government to township residents. They provide the budgets of the township trustee and small claims court. They oversee the operation of the fire departments and township assistance.

A large portion of township assistance is ensuring that people who need help receive it and those who do not are denied help, thus assuring that taxes are used efficiently and effectively. A large part of the operating budget is dedicated to the investigation of clients who request help from the trustee's office. It was pointed out in the testimony of Steve Rink, Decatur Township Trustee, that cost of housing assistance would actually increase, as a matter of law, if consolidation took place.

Evidence presented before the Commission indicates that township fire departments are more efficient and cost effective when compared to the Indianapolis Fire Department.

There exist the opportunity to streamline some functions of township, city and county government. First, the township boards should be reduced from seven to five members. Second, variance hearings should be moved to the township boards, thus eliminating fifteen Variance Board members. Third, functions such as cemeteries, fence disputes, dog tags, animal kills, etc., should be given to the appropriate city or county board or department.

Finally, the Reedy and Peters' report indicates the city would take \$30,000,000 that township taxpayers have paid and use these funds to pay for the city's budget deficit. It was shown that taxpayers outside of Indianapolis Fire department Special Service District would pay an additional \$10,000,000 in property taxes under the "Indianapolis Works" plan.

General Government

Mayor Bart Peterson was given the authority to consolidate the personnel, payroll, accounting, and budgeting functions of the Auditor's and City Controller's offices. The "Indianapolis Works" plan purported to save almost \$900,000. A review of the introduced budget of August 2005 indicates there would be no savings, and an increase to taxpayers of an additional \$54,000 to \$250,000.

The Controller was to have transferred to the Auditor's office personnel to handle the functions of payroll and accounting as described in Senate Bill 307-2005. The city Controller has refused to transfer personnel or functions. This has caused concern to the Commission and forced it to propose legislation to mandate the Controller's office to comply.

Police Consolidation

Although police consolidation was part of the Commission's charge, it was not fully investigated

due to the fact that the City-County Council was considering an ordinance to consolidate the Indianapolis Police and Marion County Sheriff's departments.

However, some findings can be stated. According to testimony and research, consolidation would likely fail if stake-holders were not in agreement and not working together to find common ground. This was the case. Not only did the Fraternal Order of Police oppose the proposal, but so did the public as was evident by the public testimony given at the Commission's October 19 hearing.

The findings of Reedy and Peters report found that there would not be the savings as alleged in the "Indianapolis Works" plan. The Mayor's plan claimed there would be approximately \$9,000,000 in savings as compared to only \$2,000,000 found in Reedy and Peters' analysis. In addition, a report by Wabash Scientific at the request of the City-County Council also found the Mayor's numbers to be unfounded. They found savings of around \$3,000,000. In both reports, most of the savings were brought about by efficiencies in purchasing. This can be accomplished without consolidation.

When considering unknown cost associated with buildings, headquarters, pensions and social security, there could be a net increase of cost and expenditures to the taxpayers. In addition, the Indiana Policy Review Foundation (IPRF) report indicates that in labor intensive parts of government there is often found diseconomies of scales, which result in little or no savings.

The Reedy and Peters' analysis shows a \$30,000,000 tax shift from Center Township (IPD Special Service District) to the taxpayers of the other eight townships. This is supported by Mr. Bart Brown, fiscal officer to the City-County Council, who indicated there would be a tax shift to the townships; (Indianapolis Star, November 12, 2005). This statement is further supported by the city of Indianapolis' response to the question as whether or not savings would be used to reduce property taxes? The response was: No. (Reedy and Peters, November 2005).

Finally, it seems that functional consolidation through enhanced collaboration of the Police and Sheriff's department could work if structured properly, with legitimate input of all stakeholders. If functional consolidation through enhanced collaboration is pursued, the Commission calls on the Mayor to establish a truly bi-partisan panel that includes the FOP, the police chief, the Sheriff, the Public Safety Director, one councilor of each City-County Council caucus, and a member of the public, in order to investigate ways to accomplish functional consolidation without massive tax shifts, with clear lines of accountability and deciding whether or not the new department is headed by a metropolitan police chief reporting directly to the Mayor or is lead by the Marion County Sheriff.

Fire Consolidation

The Commission found no evidence to support structural consolidation as proposed by Mayor Peterson. The Reedy and Peters' analysis points out 28 differences in their report and the methodology used by the city in their plan. These differences markedly reduce the savings the Mayor purports.

Instead of saving \$21 million for fire consolidation the commission could only find approximately \$1.3 million. Again, the IPRF report found the academic literature indicates that savings and efficiencies would be difficult to find. And as was found with police consolidation, the savings with fire consolidation is found mainly with purchasing. As stated above, this can be accomplished without structural consolidation.

As further evidence, Deputy Chief, Harry Tibbetts of the Wayne Township Fire Department outlined \$4.4 million in savings that the city could implement without consolidation.

Having stated this, the Commission did find that functional consolidation would be appropriate. Evidence and testimony indicates it may be difficult to bring about desired results without all stake-holders on board.

Therefore, the Commission recommends the establishment of a Fire Training, EMS and Safety Board made up of the Mayor and the eight township Trustees (with fire departments) to determine the issues of communication, personnel placement, number of special operation teams, health insurance, purchasing, etc. An excluded city or town, with a fire department could opt in.

In addition, a Fire Training and Education Advisory Board will be established to foster the training and education of all Marion County Firefighters with training conducted at the Wayne Township Fire Training and Conference Center.

The Advisory Board would include the fire chiefs of the eight township fire departments and the Indianapolis Fire Department. An excluded city or town with a fire department could opt in. In addition there would be two firefighters (one from IFD and one from the townships) and a medical emergency professional.

Conclusions and Recommendations

It is the opinion of the Commission that the "Indianapolis Works" plan as introduced by Mayor Peterson is lacking in information, details and sound financial data. Based upon the testimony of citizens and experts, information and documentation referred to and professional analysis performed on behalf of the Commission, we find that the alleged savings, efficiencies and effectiveness as purported in the "Indianapolis Works" plan cannot be supported. At best, there may be savings of a little over \$4,000,000 to the taxpayers, mostly in purchasing of supplies and equipment, but find this can be accomplished through collaboration. At worst, there would be at least a \$40,000,000 transfer of property taxes onto township residents outside of the Indianapolis Fire and Police special service districts.

Therefore, it is the conclusion of this commission that structural consolidation as requested by Mayor Peterson cannot be obtained in a manner that would produce substantial savings, prevent major tax increases or resolve the structural deficit the city faces.

The Commission hereby adopts and supports the findings of the Reddy and Peters' financial analysis and academic research by Indiana Policy Review Foundation.

The Reedy and Peters' analysis finds 28 differences between their report and the one offered on behalf of the city by Policy Analytics, LLC, and Umbaugh & Associates.

Some of these differences include:

- 1.) Wrong tax rates used to establish purported savings,
- 2.) Exclusion of \$10,600,000 of expenses for Wishard Hospital EMS cost,
- 3.) A shortage of 57 sworn firefighters in the City's consolidation plan,
- 4.) Some \$5.9 million not accounted for from CCI and CCD funds,
- 5.) A \$10,000,000 transfer of property taxes to the townships for fire service, and
- 6.) A \$30,000,000 transfer of property taxes to the townships for police service.

The Indiana Policy Review Foundation found that while many experts believe structural consolidation is viable, the real world effect is that it does not. They found that there are diseconomies of scales when it comes to labor intensive functions of government. They conclude there are little or no savings found through structural consolidation of police and fire departments. In many cases, the evidence shows increase expenditures and taxes.

That said, Unigov presents a viable alternative because it offers an incremental, rather than comprehensive, approach to public service delivery. Unigov is widely considered a success, but this success may be attributed to this incremental approach--consolidating the right services at the right time and in the right political context. Consolidating parks, building regulation, planning, and other services early in the process was effective, but that success does not necessarily suggest further consolidation of services will result in similar efficiencies or improvements in effectiveness. Indeed, expert opinion is mixed on whether consolidating all remaining services will be effective, suggesting an incremental, case-by-case or function-by-function approach is both more prudent and likely to be successful.

The Commission recommends that the city consider moving the building permit department to the township Assessors' offices. They should, in good faith, investigate the recommendations offered by Commission member, City-County Councilor Dr. Phil Borst (See attached statement) and the possible savings to IFD as offered by Deputy Chief Harry Tibbetts. (See attached testimony).

The General Assembly should look at the possibility of transferring some responsibilities of the Marion County Sheriff's Civil Division to the township Constables or consider establishing fees for court documents that are not a part of the original filings.

In consideration of the above, the Commission has voted to recommend to the Indiana General Assembly two proposals. One of which would prohibit nepotism in all political subdivisions of Marion County government. The second would provide for the transfer of responsibilities from the city controller to the county auditor, provide for streamlining some aspects of township government and to functionally consolidate the Marion County Fire Departments.

COMMENTS TO THE MARION COUNTY CONSOLIDATION STUDY COMMISSION

**PHILIP C. BORST D.V.M.
COUNCILMAN, DISTRICT 23**

I would propose the following ideas that have been advocated by Mayor Peterson, Sheriff Anderson, and me. These ideas are ways for more government efficiencies, streamlining, new revenue, functional consolidation, and new legislation. Most of the following ideas can be implemented very quickly with the mayor, sheriff, judiciary, and city-county council working together.

COUNCIL REPUBLICANS

Working Through the Marion County Criminal Justice Planning Council

- A. Stopping the flow of early releases from the jail
- B. More streamlining, efficiencies, and best practices for our criminal justice system to ensure a safer community
- C. Utilizing the Forensic Lab to it's fullest to help solve crimes
- D. Planned efficient law enforcement and fire coverage for the whole county
- E. Shoring up the police and fire pensions
- F. We need to work with the Marion County Criminal Justice Planning Council and let them access the problems, look for solutions, and make unified recommendations especially on the following ideas.

- 1 Privatize the jail
- 2 Privatize the Juvenile Detention Center
- 3 Privatize the forensic lab
- 4 Give back beat 17 from sheriff to IPD so sheriff can immediately have more deputies
- 5 Combine IPD and Sheriff training
- 6 Design a pilot program to better determine indigent needs for our courts and for public defenders as implemented in Miami Florida
- 7 Take a close look at fire protection in Marion County that would look at manpower, equipment, and fire stations, and would not increase property taxes. Look at squaring off boundaries that would take no legislation. Use interlocal agreements
- 8 Cost reduction in all fire departments with retirements and suspend new recruit classes would have immediate savings
- 9 Take a similar look at squaring off boundaries between IPD and Marion County Sheriff which would not cause property tax increases and could be done without legislation. Use interlocal agreements

PAGE 2

- 10 Cost reductions in IPD and sheriff with retirements and suspend new recruit classes would have immediate savings
- 11 Support legislation to enact a public defender fee similar to Florida's \$45.00 one time fee
- 12 Support legislation to implement a re-docket fee for post-judgement matters
- 13 Support legislation to convert court commissioners from county paid employees to state paid magistrates
- 14 Support legislation to allow Marion County to recover the cost of inheritance tax administration from proceeds of the distribution
- 15 Possible legislation that would blend the old under-funded pension plans with the newer over-funded pension plans
- 16 Ask for new legislative formulas, systems, processes, and accountabilities for pensions, courts, boys/girls school county assessments, and Family and Children welfare payments
- 17 Look at all possible measures to streamline the criminal justice system to move people through in a fair, more efficient manner
- 18 Combine adult and juvenile probation (has been done)
- 19 Combine adult and juvenile administration (has been done)
- 20 Create a standard for continuous monitoring of court cases
- 21 Create a master calendar of court cases
- 22 Outsource and consolidate collections of the substantial amount of unpaid fines and fees in various agencies
- 23 Place the function of grant procurement for criminal justice system in one agency
- 24 Expand the options for pre and post trial offender alternative placements
- 25 Use new justice technology system to streamline in every possible way
- 26 Use online bidding services endorsed by the Indiana Associations of Cities and Towns

SHERIFF FRANK ANDERSON

From Sheriff's Enhanced Law Enforcement Collaboration Statement

- 1 Elimination of squiggly jurisdictional lines between IPD and sheriff department
- 2 Metro-Homicide Branch under IPD, within I-465 and 71st Street
- 3 Marion County Sheriff's Department Deputies to be in-service trained by IPD Academy
- 4 Privatization of motor vehicle fleet's preventative maintenance

- 5 Unification of shooting range, under IPD staffed by retired officers
- 6 Metro Bomb Squad throughout the county under Sheriff for homeland security and emergency preparedness
- 7 Unification of Arrestee/Inmate transportation unit under Sheriff
- 8 Arrestee Processing Center operation by Sheriff
- 9 Metro SWAT team throughout Marion County under IPD for homeland security and emergency preparedness
- 10 FTA Warrants Office transferred from Justice Agency to Sheriff's department

MAYOR PETERSON

From Peterson Plan Two referring to IPD and Sheriff's cooperation

1. Implement increased joint patrols in specified high crime areas
2. Initiate regular meetings between street level supervisors in both departments whose patrol districts share jurisdictional boundaries
3. Initiate regular meetings between homicide units of both departments to share intelligence
4. Increase the service of arrest warrants
5. Enhance the collaboration between departments on juvenile crime prevention initiatives
6. Working with the Marion County Criminal Justice Planning Council to find solutions to the financial challenges facing the criminal justice system in Marion County

Testimony of Harry W. Tibbetts, Deputy Chief of Operations: Wayne Township Fire Department

Excerpt of Testimony Presented to the Marion County Consolidation Committee:

September 28, 2005

Further Areas of Savings

- **Sheldrake Study:**
 - 1.) Cost of one IFD firefighter - \$58,453 per year
 - 2.) Number of "new hires" per year: 60
- **Training Committee recommendations:**
 - 1.) Require all applicants to obtain:
 - a.) CPAT prior to making application
 - b.) EMT certification prior to making application
 - c.) Firefighter I/II prior to making applications
 - d.) This would cut recruit classes from 22 weeks to 3 weeks
- **Candidate pays for this, not the fire department**
- **Recruit Class Savings**
 - 1.) 19 weeks times 60 recruits times \$1,124 per recruit per week
 - 2.) Savings \$1,281,360 (not counting cost of instructors)
 - 3.) CPAT requires several personnel and several days to conduct
 - 4.) This would result in additional substantial savings to IFD
- **Station Closings**
 - 1.) Station 26 – 12 firefighters
 - 2.) Station 32 – 12 firefighters
 - 3.) Station 33 – 12 firefighters
 - 4.) Station 34 – 12 firefighters
 - 5.) Kelly Days – 6 firefighters
 - 6.) Savings: 54 firefighters times \$58,453 equals \$3,156,462
- **Savings From Two Previous Items**
 - 1.) Recruit Savings: \$1,281,360
 - 2.) Closings Savings: \$3,156,462
 - 3.) **Total Savings: \$4,437,822**

INDIANAPOLIS – MARION COUNTY

Assessor Comparison

	Budgeted Expenditures	Number of Employees	Number of Parcels	Estimated Market Value	Cost per Parcel
Charlotte – Mecklenburg County	\$6,206,367 \$6,700,000	64 103	320,000 326,000	\$50,930,862,000 \$50,930,862,000	\$19.39 \$20.55
Indianapolis – Marion County	\$10,742,046 \$8,288,722	184 136	357,016 357,366	\$41,827,846,000 \$41,827,846,000	\$30.09 \$23.19
Minneapolis	\$2,776,614 \$11,901,645	34.5 143	117,000 390,485	\$36,330,099,000 \$36,330,099,000	\$23.73 \$30.48
Nashville – Davidson County	\$7,193,550 \$7,193,550	111 111	216,667 216,667	\$42,988,853,105 \$42,988,853,105	\$33.77 \$33.77
Average for 3 cities, excluding Indianapolis	\$5,392,177 \$8,598,398	70 119	217,889 311,051	\$43,416,604,702 \$43,416,604,702	\$25.63 \$28.27
Marion County compared to average	\$8,288,722	136	357,366	\$41,827,846,000	\$23.19 x 76% \$17.62

MARION COUNTY ASSESSING COSTS ONLY

\$17.62 per parcel after subtracting the cost of the Auditors functions performed by the Township Assessors in Marion County.

Original *Indy Works* projections in black
Correct calculations in red

JURISDICTION	ASSESSED BY	DEEDS	LEGALS	PARCELS	GIS	POPULATION	PARCELS	EMPLOYEES	BUDGET	PARCELS PER EMPLOYEE	COST PER PARCEL	CONTACT PERSON	PHONE NUMBER
Marion County Assessor	N/A							9	\$829,400			Joni Romeril	327-4212
Center Twp	Twp	Y	Y	Y	Y		74,149	32	\$1,350,746	2,576	\$18.22	Jim Maley	327-4698
Decatur Twp	Twp	Y	Y	Y	Y		10,967	8	\$512,878	1,874	\$46.77	Jason Holliday	856-2235
Franklin Twp	Twp	Y	Y	Y	Y		18,794	13	\$680,538	1,633	\$36.21	Becky Williams	327-4188
Lawrence Twp	Twp	Y	Y	Y	Y		40,298	13	\$906,009	3,679	\$22.48	Paul Ricketts	543-4006
Perry Twp	Twp	Y	Y	Y	Y		38,453	13	\$882,297	3,386	\$22.94	Kathy Price	788-4836
Pike Twp	Twp	Y	Y	Y	Y		26,726	11	\$776,073	2,819	\$29.04	Barbara Hurst	327-4911
Warren Twp	Twp	Y	Y	Y	Y		39,724	13	\$970,961	3,481	\$24.44	Bill Birkle	898-5000
Washington Twp	Twp	Y	Y	Y	Y		52,185	17	\$1,053,558	3,520	\$20.19	Joline Ohmart	327-4817
Wayne Twp	Twp	Y	Y	Y	Y		56,070	16	\$1,155,662	4,014	\$20.61	Chalrie Spears	273-4150
Marion Co Totals		Y	Y	Y	Y		357,366	136	\$8,288,722	2,667	\$23.19	AVERAGES FOR MARION CO	
Bloomington City	City Assessor	N	N	N	N	86000	31,000	13	\$1,050,000	2,385	\$33.87	Jack Pastemacki	
Brooklyn Center	City Assessor	N	N	N	N	29500	8,900	3	\$270,400	2,967	\$30.38	Nancy Wojack	952-563-8722
Brooklyn Park	City Assessor	N	N	N	N	68000	22,000	6	\$540,000	3,667	\$24.55	Marvin Anderson	763-569-3310
Champlin/Dayton	City Assessor	N	N	N	N	23000+4000	10,000	2	\$142,000	5,000	\$14.20	Stephen Hanlin	763-493-8175
Corcoran (See Excelsior)	City Assessor	N	N	N	N	(see Excelsior)	X	X	X	X	X		
Dayton	City Assessor	N	N	N	N	(see Champlin)	X	X	X	X	X		
Deephaven/Wayzata/Woodland	City Assessor	N	N	N	N		3,400	1	\$85,000	3,400	\$25.00	Dan Distel	952-474-4755
Eden Prairie	City Assessor	N	N	N	N	62000	21,484	7	\$584,545	3,069	\$27.21	John Sams	952-949-8511
Edina	City Assessor	N	N	N	N	48000	21,000	8	\$740,000	2,625	\$35.24	Bob Wilson	952-826-0365
Excelsior/Maple Plain/Medina/Mimika Bch/Corcoran)	City Assessor	N	N	N	N		4,020	2	\$125,000	2,010	\$31.09	Rolph Erickson	612-867-7343
Long Lake	City Assessor	N	N	N	N	1800	750	1	\$15,000	750	\$20.00	Mike Schacterle	952-470-0691
Maple Grove	City Assessor	N	N	N	N	60100	22,000	9	\$585,000	2,444	\$26.59	Bruce Sanders	763-494-6250
Maple Plain (see Excelsior)	City Assessor	N	N	N	N	(See Excelsior)	X	X	X	X	X		
Medina (See Excelsior)	City Assessor	N	N	N	N	(See Excelsior)	X	X	X	X	X		
Minneapolis	City Assessor	N	N	N	N	350000	120,000	32	\$3,000,000	3,750	\$25.00	Scott Lyndquist	612-673-2382
Minnetonka	City Assessor	N	N	N	N	58000	20,500	6	\$608,100	3,417	\$29.66	Richard Toy	952-939-8200
Minnetonka Beach (See Excelsior)	City Assessor	N	N	N	N	(See Excelsior)	X	X	X	X	X		
Plymouth	City Assessor	N	N	N	N	70500	23,000	7	\$718,600	3,286	\$31.24	Nancy Bye	763-509-5350
Robbinsdale	City Assessor	N	N	N	N	14000	4,500	2	\$125,000	2,250	\$27.78	Stan Kregel	763-537-4534
St. Bonifacius	City Assessor	N	N	N	N	1900	958	1	\$18,000	958	\$18.79	Mike Schacterle	952-470-0691
St. Louis Park	City Assessor	N	N	N	N	44890	15,000	4	\$395,000	3,750	\$26.33	Marty Fechner	952-924-2535
Wayzata (See Deephaven)	City Assessor	N	N	N	N	(See Deephaven)	X	X	X	X	X		
Woodland (See Deephaven)	City Assessor	N	N	N	N	(See Deephaven)	X	X	X	X	X		
							328,512	104	\$9,001,645	3,159	\$27.40	AVERAGE FOR CITY ASSESSORS	

